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ANNUAL REPORT

of the

State Department

of

Youth Services

For the Period

Beginning July 1, 1982 and ending June 30, 1983

Reverend Alonzo W. Holman, Chairman
Board of Youth Services

Harry W. Davis, Jr., Commissioner

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**PRINTED UNDER THE DIRECTION OF THE
STATE BUDGET AND CONTROL BOARD**

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The Honorable Richard W. Riley
Office of the Governor
State of South Carolina
Columbia, South Carolina

Dear Governor Riley:

Submitted herein is the 1982-83 *Annual Report* of the Department of Youth Services for consideration by the Budget and Control Board. This report reflects a challenging year as the Youth Services Board has endeavored to guide the Department in maintaining a high level of services despite the financial hardships common to all state agencies.

Our members particularly appreciate the commitment to excellence evidenced by Commissioner Harry W. Davis, Jr., and his fine staff. These dedicated individuals worked diligently throughout the year to find creative solutions to complex fiscal, operational and programmatic issues without compromising service standards. We also are grateful for the support and confidence of the General Assembly, whose appropriations to the Department for the coming year included continuation funds for two vital efforts formerly supported by federal monies, detention screening and the Chronic Status Offender Program, as well as allocations for long-deserved upgrades of line staff positions within Institutional Programs.

The Board wishes to acknowledge the lengthy and valuable service of E. W. Cromartie, Jr., who resigned this year after his election to the Columbia City Council. His contributions to the Department were many and will be sorely missed.

An important accomplishment for the Agency in 1982-83 was completion of two planning documents which are expected to have far reaching positive effects on our young people. The State Prevention Plan targets specific program initiatives for the home, school and community in an outreach effort designed to keep youth from entering the juvenile justice system. The State Plan for Alternatives to Detention offers a comprehensive strategy for eliminating the detention of juvenile offenders in local jails. We deeply appreciate the input and support extended by your Office in developing these plans, as well as your commitment to ensuring their implementation.

Sincerely,

ALONZO W. HOLMAN
Chairman

The Honorable Richard W. Riley
Office of the Governor
State of South Carolina
Columbia, South Carolina

Dear Governor Riley:

The past year proved to be a challenging one for the Department of Youth Services and all state agencies struggling to provide public services in a time of fiscal crisis. I am indebted to Reverend Alonzo Holman, State Board Chairman and Reverend Z. L. Grady, Parole Board Chairman, for their wisdom and counsel during that difficult period. A critical element in successfully maintaining quality services for delinquent youth has been the commitment of a dedicated work force who continued to give one-hundred percent in the face of adversity and uncertainty.

Among our major achievements in 1982-83 was the completion of a series of management task force reports examining important programmatic and operational issues on an Agency-wide basis. The task force documents have allowed input and recommendations from every level of staff into new policies and procedures now being drafted within the Department. I have every confidence that this exhaustive internal assessment will facilitate a marked improvement in the Department's capacity to treat youth who become involved with the juvenile justice system. Specifically, our efforts will result in greater internal consistency of processing and treatment within the Community and Institutional Program Divisions, greater continuity of treatment between these two areas, and stronger linkages to sister agencies who share with Youth Services responsibility for the welfare of our children.

We look forward to another year of challenges and of progress. Thank you for your interest in and support of Youth Services and the children we serve.

Very truly yours,

HARRY W. DAVIS, JR.
Commissioner

HISTORY OF JUVENILE CORRECTIONS IN SOUTH CAROLINA

South Carolina's modern juvenile justice system incorporates a comprehensive network of services geared toward rehabilitating delinquent youth. However, juvenile corrections originated as an offshoot of the adult system, and for many years its orientation was punitive rather than rehabilitative.

State recognition of the delinquency problem actually dates from 1875, when a wing of the state penitentiary was designated a "reformatory" to accommodate young boys. Between 1900 and 1920, three separate juvenile correctional institutions segregated by race and sex were established under auspices of the State Penal Board. Legislation enacted in 1946 placed management and operation of these facilities under the Board of State Industrial Schools. A Division of Placement and Aftercare, added in 1954, was empowered to authorize a child's release prior to the twenty-first birthday.

Although the Board of State Industrial Schools maintained administrative authority over the institutions, each functioned as a separate entity evidencing little coordination of effort. State funding was concentrated in physical improvements, and no resources were allocated to recruitment of a professional staff. The result was a highly inadequate level of treatment and rehabilitation. Education programs remained outside the mainstream of the state instructional system since they received neither funding nor supervision from the Department of Education. While these deficiencies in operation and effectiveness were recognized increasingly by concerned citizens, reforms were not instituted until the late 1960's.

Legislation enacted during 1966 changed the name of the governing body to the Board of Juvenile Corrections, which, in the following year, appointed a State Director. Although the new Director was charged with the responsibility of centralizing and coordinating the administration of all units inclusive of integrating the operational facilities and divisions, no staffing was provided to his office. Integration was not accomplished until 1968, when a class action suit was prosecuted successfully in federal court. Court-ordered compliance with the Civil Rights Act of 1964 then freed access to federal funding through the Elementary and Secondary School Act, engendering major improvements in the instructional delivery system. Concurrently, passage of the Federal Omnibus Safe Street Act and related juvenile delinquency legislation authorized establishment of state law enforcement planning agencies. Task forces then were appointed to examine the problems of crime and delinquency and assess long and short term needs.

In 1969 the State Legislature responded to the issue of juvenile justice reform by creating an entirely new agency, the Department of Juvenile Corrections. The enabling legislation affirmed Placement and Aftercare

as a separate Division, which subsequently achieved Departmental status in 1971. Within the two new agencies, professional staff developed and implemented programs. During this time, the institutional population began to drop as a new thrust toward community-based services was initiated.

Legislation enacted during 1972 changed the name of the Department of Juvenile Corrections to Youth Services, and further stipulated its organization into two internal divisions: Juvenile Corrections, responsible for treating institutionalized children; and the Youth Bureau, responsible for implementation of community programs. A major focus of the Youth Bureau was the deinstitutionalization of status offenders in South Carolina.* A substantial federal grant, awarded in 1975, funded support services and other community alternatives.

Further significant progress in services to delinquent youth was reflected in 1976 by passage of the Judicial Reform Act, which expanded the network of individual county family courts into a unified system operated by the state. This Act was amended during 1978 to provide that the Department of Juvenile Placement and Aftercare administer intake and probation. In 1980, J P & A assumed the additional responsibility of detention/release decisions for children taken into custody by law enforcement.

Although the years of 1969-1980 represented substantial progress in assuring uniform and appropriate services to delinquent youth in South Carolina, it became widely recognized that the evolution of a two-Agency system had resulted in costly duplication of effort, particularly in the areas of administration and community programs. To remedy that deficiency, the Legislature passed the Youth Services Act of 1981, merging Juvenile Placement and Aftercare and Youth Services into a single Department of Youth Services effective on October 1, 1981.

Cited in the enabling legislation were the following organizational and programmatic considerations: 1) the need to develop a single policy direction for juvenile justice; 2) the need to offer a comprehensive array of community-based treatment and prevention programs; 3) the need to combine management structures and supportive functions to avoid duplication and free resources for enhancement of services; 4) the need to eliminate the competition for funding inherent in a two-agency system; and 5) the need to present to the public a consistent and comprehensible system of juvenile justice services. The Youth Services Act created a Policy Board to guide the Department's administration of services and a separate and independent Juvenile Parole Board responsible for determining the time of release for institutionalized children. Descriptions of the two Boards, the Department's organizational components, and the range of

* Status offenders are juveniles charged with offenses which would not be crimes if committed by an adult (running away, incorrigibility, and truancy).

services provided are included in following portions of this Report.

In addition to its organizational provisions the merger legislation embodied several major changes in the juvenile code. It prohibited the commitment of status offenders to the Department except for purposes of evaluation, and it increased from ten to twelve the minimum age for institutionalization of all other offenders. Age restrictions also were mandated for local jail detentions, requiring court orders for eleven and twelve year olds and abolishing such confinement for children under the age of eleven. Thus, the Youth Services Act of 1981 culminated twelve years of organizational, programmatic and legal reforms by creating a unified Department responsive to the treatment needs of individual children at any point of entry into the juvenile justice system.

THE STATE BOARD OF YOUTH SERVICES

The State Board of Youth Services is the governing body of the Department. It is comprised of one member from each of the State's six Congressional Districts, appointed by the Governor with the advice and consent of the Senate. Additionally, the State Superintendent of Education or his designee serves as an ex-officio voting member and the Supervising Chaplain of the Department as an ex-officio non-voting member. Thus the State Board has eight members of whom seven are voting members.

Members serve for terms of five years and until successors are appointed and qualified. The Board elects from its body a chairman, who serves for one year and cannot succeed himself, a vice chairman and a secretary. Meetings are held monthly.

The Board maintains exclusive responsibility for Departmental policy. It is vested with the authority to hire a Commissioner and to delegate to the Commissioner management of Departmental affairs. The Board may enter into agreements with the governing bodies of other state agencies to accomplish more efficient management of Programs, negotiate contracts and expend such public funds as necessary within the appropriated limit to carry out its responsibilities.

THE JUVENILE PAROLE BOARD

The Juvenile Parole Board is charged with the responsibility of reviewing the progress of children committed to the custody of the Board of Youth Services and making the decision to release or to revoke release. The Board consists of ten members appointed by the Governor with the advice and consent of the Senate, including one from each of the six Congressional Districts and four from the State at large. Members serve four terms and until their successors are appointed and qualified. The Board elects from its body a chairman, who serves for one year and cannot succeed himself, a vice chairman and a secretary. Meetings are held at least monthly or as often as necessary to ensure that the case of each child

committed to the Department's correctional facilities is considered on a quarterly basis.

The Parole Board has the authority to issue temporary and final discharges or release youth conditionally by prescribing certain conditions for their aftercare. To that end it is mandated to issue written guidelines for release consideration. By law, the Board may order restitution as a condition of release. During fiscal year 1982-83, the Board released 880 juveniles of which 599 were placed on conditional status.

THE DEPARTMENT OF YOUTH SERVICES

The administrative offices of the Department of Youth Services are located in downtown Columbia at 1122 Lady Street. The Department employs approximately 850 staff members, distributed throughout the state in regional and local offices as well as in Columbia at the institutional and administrative locations. Youth Services is mandated to provide a full range of juvenile justice services, including: prevention programming; detention/release screening; intake; probation supervision; parole supervision; restitution; community supportive functions; institutional treatment; Interstate Compact Administration; and data collection for various entities involved in the juvenile justice system. To respond to these broad responsibilities, the Department is organized into six organizational components: 1) Commissioner's Office; 2) Administration; 3) Community Programs; 4) Institutional Services; 5) Education; and 6) Treatment Services. The functions of each are described below.

COMMISSIONER'S OFFICE

The Commissioner, in conjunction with the State Board of Youth Services, develops and implements Departmental policy. He is charged with ensuring efficient management of the Department, and to that end bears ultimate responsibility for planning, organization, staffing, budgeting, reporting and day-to-day operations. Working closely with the Commissioner is a Deputy Commissioner, who oversees operational aspects of interrelated programs and activities for the Agency's major Divisions. He serves as Acting Commissioner when the Commissioner is absent, and is his chief advisor on policy development and organizational management.

Other staff attached to the Commissioner's Office include an auditor, an ombudsman, a volunteer coordinator, and a public information director, as well as executive and staff assistants. The auditor independently examines Departmental fiscal operations to ensure conformity with state regulations and accepted accounting practices. Requests, complaints and recommendations relating to client services within and outside of the Department are received by the Ombudsman, who reports to the Com-

missioner regularly on the status of service to clients, recommends policy and procedural changes based on direct observation of trends and acts as an agent in coordinating client services with sister agencies. The volunteer coordinator recruits volunteers and promotes their utilization in all departmental programs. The Public Information Director provides information to stimulate public interest in Agency activities and increase awareness of its responsibilities, objectives and policies.

ADMINISTRATION

The Administrative Division provides primary support to the Commissioner and the Institutional, Educational, Community and Treatment components. Headed by an Assistant Commissioner, this Division encompasses four key sections critical to the day-to-day operations of the Department: Finance; Planning and Information Systems; Personnel and Staff Development; and Administrative Services. Administration is staffed by approximately 130 employees, comprising about fifteen percent of the Departmental workforce.

Finance

The Finance Section provides the Department with a fiscally accountable system for management of state-appropriated and federal funds. During 1982-83, Finance Staff consolidated internal accounting controls implemented during the previous year when a computerized accounting system was introduced. This process has enabled the generation of financial information for use by Agency managers in planning.

Additionally, a new cost allocation model was developed in conjunction with the Planning and Information Section. This model allows managers to pinpoint direct and indirect service costs by individual cost centers within the Department.

Planning and Information Systems

The Planning and Information Section is responsible for long range planning in the Department and for monitoring/evaluation of programs to determine their effectiveness. Central to these processes is maintenance of the Management Information System (MIS), an on-line client tracking system now in its fourth year of operation. MIS generates valuable statistical information used throughout the Department for monitoring system flow and activities, case management, grant preparation, intra- and inter-agency planning and routine reporting.

Planning and Information Systems also includes a four station Word Processing Unit. This Unit generates in a timely and efficient manner the majority of documents necessary for operation of the Department's Central Administrative Offices, including routine correspondence, manuals, reports, grant applications and contracts. Word processing has

cataloging and extended storage capacity, assuring maximal efficiency in meeting the needs of users.

During 1982-83, Planning and Information Section completed several major research documents including two detailed plans required by the Youth Services Act of 1981. These plans are expected to have a broad impact on two areas critical to juvenile justice in South Carolina — prevention programs, and the removal of juveniles from adult lock-ups. Planning and Information also provides staff support to the Agency Budget Committee.

Personnel and Staff Development

The Personnel and Staff Development Section consists of four units: Employee Relations, Staff Development, Operations and Recruitment. This section is responsible for a myriad of personnel management functions including: training, classification of positions, employee benefits, Agency-wide staff performance evaluation procedures and new employee orientation. During 1982-83, a major initiative was undertaken to address the need for a comprehensive training program for line service staff. Employees who deal directly with Agency clients now must be certified in several critical areas including: cardio-pulmonary resuscitation, fire safety, first aid, and aggressive behavior prevention.

Administrative Services

The Administrative Services Section is organized into three basic units: Physical Plant; Food Services; and Administrative Support Services. Physical Plant oversees implementation of permanent improvement programs, maintains the motor vehicle fleet, buildings, equipment and grounds of the Department, and manages the swine, beef and dairy herds. Food Services, under the direction of a dietician, is responsible for providing nutritional meals to the Department's residential population. Administrative Support Services incorporates Central Records, the Central Laundry and Supply Services.

During 1982-83 several major goals were achieved including: landscaping and erosion control improvements throughout the institutional grounds, renovation of kitchen facilities, major repair to roofs, improved security fencing for the institutional campuses, and automation of inventory records.

COMMUNITY PROGRAMS

The Community Programs Division, headed by an Assistant Commissioner, administers prevention, detention/release screening, intake, probation and aftercare supervision, restitution and community-based supportive services. For management purposes, the State is divided into

six geographic regions which encompass the sixteen judicial circuits. Regional Directors manage services in each of these multi-county areas. Further, each judicial circuit or subdivision thereof is directed by a local counselor-in-charge. About 300 Agency employees, or approximately thirty-five percent of the Agency's work force, are assigned to Community Programs.

Prevention

During 1982-83 the Department of Youth Services, in conjunction with the Governor's Office, completed the state delinquency prevention plan. This document targets the major socializing institutions of the home, school and community as appropriate areas for statewide prevention efforts. Schools were viewed as a major focus this year because of the central role they play in the development and future prospects of all young people.

The Department's prevention specialists were actively involved in establishing law related education programs, which have demonstrated potential to prevent delinquent behavior. Through a concerted effort involving the Department of Education, the South Carolina Bar Foundation, the Carolina Law Related Education Consortium, and local school districts, the Department sought to increase the utilization of law related education concepts into existing social studies curriculums in elementary and middle schools. A state awareness conference was convened and teacher training workshops were conducted for school districts in sixteen counties. Additionally community resource committees were formed to assist teachers in classroom presentations relative to the law (criminal, civil and consumer), the Constitution and the legal system. Important linkages to the business community were established through the St. Paul Company's involvement in providing technical assistance, curriculum materials and teacher training.

To facilitate positive youth development, the Department sponsored state and local "youth speak out" forums in conjunction with concerned community organizations. The Department also became involved in the development of a state health and human service prevention plan through its participation in the South Carolina Primary Prevention Council.

Twenty-Four Hour Detention/Release Screening

The Department of Youth Services through its Community Programs Division is responsible for determining whether youth taken into custody by law enforcement should be confined in jail or released pending court appearance. To accomplish that responsibility in a uniform manner throughout the state certain criteria were generated defining those circumstances which justify detention. The criteria reflect guidelines in the enabling legislation concerning community protection, an orderly court

process, and the safety of the child. Law Enforcement concurrence is required for release in the event that a child has been charged with a felony.

Twenty-four hour statewide coverage has necessitated recruitment of contractual agents for evening, weekend and holiday calls. These agents meet educational and age criteria, are subject to a criminal records check and must complete a sixteen hour training program. Answering services, beepers or direct call systems enable prompt communication between Departmental staff and law enforcement agencies in each county. Law enforcement can reasonably expect response by a counselor or agent within one hour of notification.

Through intervention at the front end of the system, the Department is working toward the goal of eliminating jail detention except as a "last resort" alternative when a youth is judged to be a danger to himself or the community. During calendar year 1982 (January-June) 4,296 youth were screened, and of those 2,446 (57%) were released to their parents or other appropriate community placements.

Federal funding for detention screening expired in 1983. However, state funds were appropriated to allow continuation of this important program in 1983-84.

Intake

Intake staff are available to provide immediate assistance when a child is taken into custody or brought to the attention of the Family Court. They offer crisis intervention counseling, conduct preliminary interviews with children and their families and make referrals for clients who exhibit special needs. When a child has been taken into custody, Intake is equipped to seek alternatives to detention or expedite court processing of his case. Law enforcement accounts for the majority of referrals to Intake, although cases also originate from parents, schools and social service agencies.

Intake staff provide information and recommendations to assist Solicitors in making prosecutorial decisions. They also prepare pre-dispositional reports for the Family Court judges to assist in selection of dispositional alternatives for children adjudicated delinquent.

Table I presents referrals to Intake by county and type of offense for 1982-83. The state as a whole recorded 10,592 referrals, with Charleston contributing 945, well in excess of any other county total. As indicated in Figure 1, two-thirds of the referrals statewide derived from crimes against property/public order, while only 6.6 percent resulted from crimes against person. Status offenses accounted for the remaining 26.7 percent.

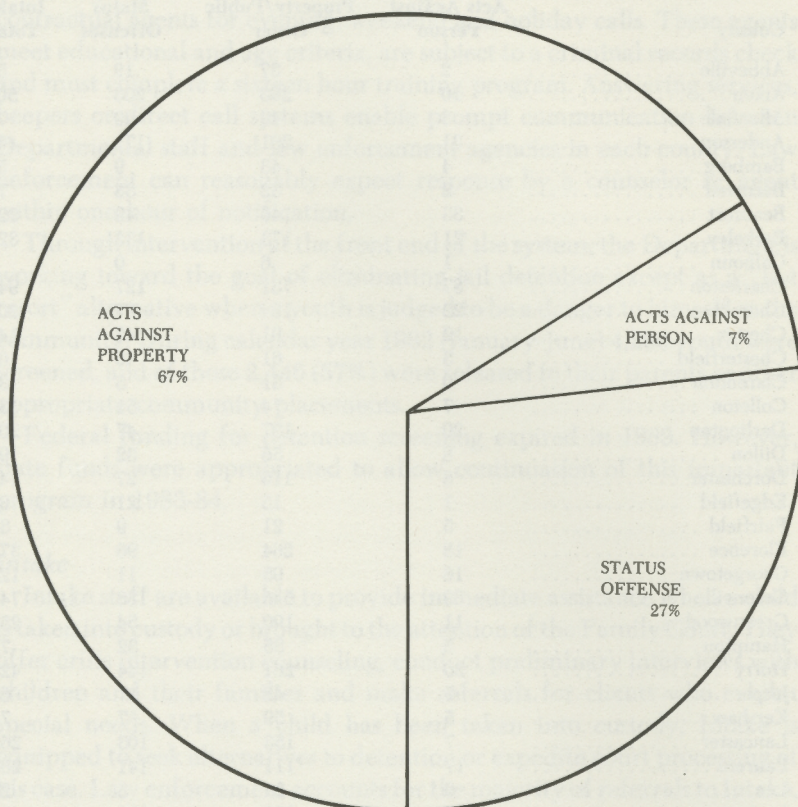
* The Planning and Information Section staff also publish an annual statistical summary which is available through the Department.

TABLE I

Referrals to Intake by County and Type of Offense, FY 1983

County	Acts Against Person	Acts Against Property/Public Order	Status Offenses	Intake Total
Abbeville	2	37	12	51
Aiken	10	293	203	506
Allendale	3	43	29	75
Anderson	31	261	171	463
Bamberg	4	43	9	56
Barnwell	2	32	38	72
Beaufort	33	146	49	228
Berkeley	21	173	132	326
Calhoun	1	6	0	7
Charleston	87	731	127	945
Cherokee	22	154	27	203
Chester	12	91	43	146
Chesterfield	3	61	40	104
Clarendon	0	31	5	36
Colleton	7	74	51	132
Darlington	20	137	47	204
Dillon	8	56	32	96
Dorchester	8	110	27	145
Edgefield	1	15	21	37
Fairfield	5	21	9	35
Florence	18	264	96	378
Georgetown	16	95	11	122
Greenville	59	546	138	743
Greenwood	11	190	54	255
Hampton	5	35	32	72
Horry	20	261	144	425
Jasper	3	48	17	68
Kershaw	5	59	7	71
Lancaster	7	153	103	263
Laurens	17	111	141	269
Lee	0	24	5	29
Lexington	15	233	203	451
McCormick	0	24	2	26
Marion	10	95	28	133
Marlboro	7	52	4	63
Newberry	9	64	96	169
Oconee	8	86	41	135
Orangeburg	10	124	31	165
Pickens	10	118	101	229
Richland	62	643	74	779
Saluda	3	24	10	37
Spartanburg	72	508	83	663
Sumter	10	204	79	293
Union	7	124	44	177
Williamsburg	5	38	8	51
York	25	259	110	394
Out-of-State	3	170	92	265
TOTAL	697	7,069	2,826	10,592

FIGURE 1
Offense Involvement at Intake, Statewide, All Referrals
FY 1983



Probation and Aftercare

Probation and aftercare counselors supervise youth placed on probation by the Family Courts or discharged from institutions on conditional release status by the Juvenile Parole Board. These counselors work with the child to establish behavioral guidelines and set treatment objectives, monitor his progress in meeting the objectives, and make referrals as necessary to appropriate community programs. In the event that a child on probation must be institutionalized the counseling relationship is maintained through contact with Student Development staff at the residential campus.

During 1982-83, the average probation caseload statewide on any given day was 3,197, while that for parole (aftercare) was 513.

Restitution

Legislation enacted in 1980 authorized the Family Court and the Juvenile Parole Board to impose restitution in the form of supervised community service or monetary reparation up to the amount of \$500.00. Accordingly, Youth Services has instituted a restitution program based on an accountability model and offering services responsive to victim, community and offender needs. The Department encourages use of restitution as a dispositional alternative to incarceration, and as a special or sole condition of probation/parole. Intake counselors may recommend that judges order restitution for probationers, while Community Programs staff may suggest through Student Development that the Parole Board order it as a condition of institutional release.

Fire stations, animal shelters, churches, recreation departments and law enforcement agencies are typical of the public and private non-profit organizations recruited as work sites for community service. Specific sites utilized in 1982-83 included the Irmo Police Department (Lexington County), Riverbanks Zoo (Richland County), Charles Towne Landing (Charleston County), Shaw Air Force Base (Sumter), the YWCA/YMCA (Spartanburg County), and the public schools of Chester County. The Juvenile Restitution Program in Charleston, a private organization, has provided technical assistance to the Department and coordinated efforts in that locale.

During calendar year 1982 (January-December) 1,399 juveniles statewide were ordered to make restitution including 550 in the monetary category, 729 in the service category and 120 in both. Dollar amount ordered was \$122,788, while hours of service totaled 45,913. Of the 817 youth who completed the restitution program during that period, 643 (79%) successfully met their obligations.

Student Support Services

Student Support provides specialized ancillary services for Community Programs. This section is responsible for administering the Interstate Compact on Juveniles, Residential Care, Placement and Community Volunteerism and St. Luke's Center.

The Interstate Compact on Juveniles reflects a cooperative agreement among the fifty states, the District of Columbia and Guam. In South Carolina, the Commissioner of the Department of Youth Services acts as its administrator, assuming responsibility for:

1. cooperative supervision of delinquents on probation or parole;
2. inter-state return of delinquents who have escaped or absconded;
3. inter-state return of non-delinquent runaways; and
4. such other measures for the protection of juveniles and the public as party states deem desirable to undertake cooperatively.

The Community Programs Division, through its Support Services Section, supervises daily operations relating to the Compact. During 1982-83, 83 probation and parole cases were accepted into South Carolina *from* other states, while 122 from South Carolina were transferred *to* other states. Some 231 runaways apprehended here were returned to homes out of state, and 81 South Carolina runaways were brought back to this state.

Residential Care oversees five Department-operated group homes and shelters as well as a special intensive program for chronic status offenders. The shelters include Hope House, primarily for runaways whose cases are being handled via the Interstate Compact, and Crossroads, a "walk-in" or self-referral shelter affiliated with the National Runaway Hotline. Hope House is centrally located in Columbia, while Crossroads in Charleston serves mainly the coastal area. These shelters provide normal subsistence requirements, medical care, crisis intervention counseling and general assistance in reuniting runaway children with their families. During 1982-83, Hope House and Crossroads together accepted 512 youth for services.

The Departmental group homes are Charleston Place for female clients, the Greenville Boys Home, and Shenandoah, a co-educational facility located in Columbia. These homes provide a residential base for treatment programs which tap local resources for educational, recreational and health services. The goal during a child's three to six month stay is resolution of those interpersonal conflicts and behavioral problems which impair his functioning in the home setting. During 1982-83, a total of 151 children received services in Agency group homes.

The Chronic Status Offender Program (CSOP) is a special, intensive treatment program for the "hard core" status offender whose needs have not been met in the home community. During their 50-day stays at CSOP residents participate in a variety of skills-building courses aimed at improving interpersonal skills and basic life skills, as well as counseling (individual and group) and regular academic work. Family involvement is considered a vital component of treatment, and every effort is made to ensure at least two visits for therapeutic purposes during the child's stay. Between August, 1982 when the Program opened and July 30, 1983, a total of 71 youth were admitted to the "Chronic" unit.

The Residential Care programs have been supported federally by block grant funding (formerly Title XX), monies available through the Runaway and Homeless Youth Act, and a special grant for the Chronic Status Offender Program. In the coming year State appropriations will fund the Chronic Status Offender unit. Continued federal funding for the runaway programs will enable opening a new shelter in Sumter, South Carolina during 1983-84.

Placement Services and Volunteerism supports intake, probation and parole staff in securing alternative placements and coordinating volunteer services. Counselors based in each of the six Regional Offices recruit, screen and certify foster families, provide training and counseling assistance, disburse monthly subsistence allowances, and arrange placements on a contractual basis in non-Agency group homes around the State. They also assist local Departmental offices in coordinating volunteer activities to enhance service delivery. During 1982-83 a total of 590 placements were made, including 302 to foster care and 288 to contractual group homes.

St. Luke's Center, located in Columbia, is a neighborhood center which provides recreational opportunities to youth and other age groups while serving as a channel of communication for the community at large. Referrals to St. Luke's originate from diverse sources including the youth themselves, families, schools, churches and various social agencies. Athletics, arts and crafts, and a day camp program are among activities available to young people and their families. In August a team sponsored by the Center competed in the National Youth games held in Worcester, Massachusetts.

Camp Paupi-Win

Every year the Community Division sponsors a special summer program at Camp Bob Cooper, a 4-H facility on Lake Marion. During DYS occupancy the camp is renamed "Paupi-win" an Indian word meaning laughter. Approximately 125 campers, mostly 12 to 14 year olds attend; these youth may be involved at any level of community service from prevention to aftercare. The bulk of staff are DYS employees who volunteer their time and energy to ensure that the Camp's primary goals — fun and the introduction of new activities, are fulfilled. A wide selection of activities, including horseback riding, canoeing, drama, swimming and personal fitness to name a few, awaits the campers who enjoy five days of wholesome recreation and special events. Donations of funds and goods from the public enable the Camp to function.

INSTITUTIONAL SERVICES

The Institutional Services Division, headed by an Assistant Commissioner, operates four facilities centrally located in Columbia. These include the Reception and Evaluation Center, which provides diagnostic services primarily to children temporarily committed by the court and three residential campuses which serve youth committed on final orders. Institutional Services also administers recreational and religious services for its client population and includes a Public Safety Division responsible for security. Overall, the Institutional staff includes about 280 employees or one-third of the Departmental workforce. During 1982-83 the average daily population for all institutional programs was 644.

Table II provides a distribution of commitments to R&E and the three residential facilities by county for fiscal year 1983. As one might expect Charleston, Greenville, Richland, and Spartanburg, South Carolina's most populous counties, contributed the largest numbers of youth to the institutional population. Figure 2 illustrates the proportions of temporary and final commitments attributable to crimes against person, property, or public order, violation of probation/parole, and status offenses. Only 9% of the R&E commitments, and 13% of those to the correctional facilities derived from person offenses, while in each case the large majority derived from crimes against property or public order.

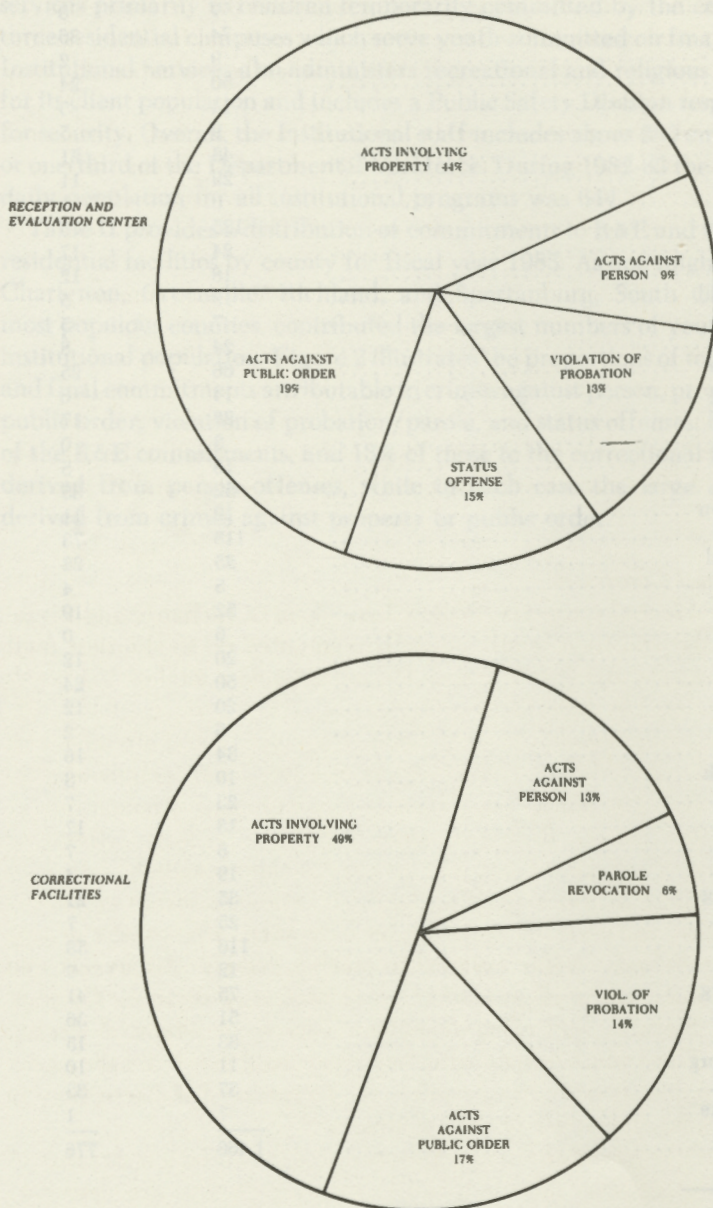
TABLE II

Commitments to Institutional Programs by County, FY 1983

County	R&E Center	Correctional Facilities*
Abbeville	7	3
Aiken	74	36
Allendale	9	2
Anderson	50	24
Bamberg	14	5
Barnwell	9	5
Beaufort	43	21
Berkeley	29	11
Calhoun	0	1
Charleston	125	75
Cherokee	24	17
Chester	18	12
Chesterfield	19	5
Clarendon	7	5
Colleton	24	8
Darlington	66	25
Dillon	14	6
Dorchester	28	17
Edgefield	3	0
Fairfield	18	5
Florence	52	35
Georgetown	19	11
Greenville	118	73
Greenwood	25	22
Hampton	5	4
Horry	52	19
Jasper	6	0
Kershaw	20	12
Lancaster	50	24
Laurens	20	12
Lee	6	2
Lexington	34	16
McCormick	10	3
Marion	23	7
Marlboro	18	17
Newberry	6	7
Oconee	19	4
Orangeburg	35	21
Pickens	25	7
Richland	116	58
Saluda	12	2
Spartanburg	75	41
Sumter	51	36
Union	33	15
Williamsburg	11	10
York	37	33
Out-of-State	7	1
TOTALS	1,466	776

* Willow Lane, John G. Richards, and Birchwood Campuses combined.

FIGURE 2
Offense Involvement of Institutional Commitments, Statewide
FY 1983



Reception and Evaluation Center

Reception and Evaluation offers a comprehensive array of diagnostic services for children referred from throughout South Carolina. The very large majority of clients are committed temporarily pending dispositional outcomes in the Family Courts. State law mandates that before a child can be committed to one of the Department's correctional facilities, he first must receive an evaluation at the Center and that the evaluation stay may not exceed 45 days.

The evaluation process includes medical, psychological, educational and vocational assessments and, if indicated, dental or psychiatric examinations as well. Classroom instruction also is provided to ensure that school attendance credits are not forfeited. The Center has a special program for status offenders designed to minimize exposure to the system by physical separation from non-status offenders and completion of services within the shortest feasible time frame.

All children are returned to the committing court with a complete written evaluation and a set of dispositional recommendations. In their recommendations staff make every effort to encourage the use of community-based programs rather than long-term institutionalization. During 1982-83, 1,596 children were admitted to the Reception and Evaluation Center.

Residential Campuses

The residential campuses, Willow Lane, John G. Richards, and Birchwood house and treat youth judicially committed on final orders until their release by the Parole Board. During 1982-83 a total of 804 youth were admitted to these facilities.

Campus assignment of youth is based on age, sex, type of offender, and treatment needs. Willow Lane, the only co-educational campus, accommodates the entire female population and male property offenders under age sixteen. John G. Richards houses older male property offenders. Birchwood offers special intensive services to older males charged with crimes against person as well as those who evidence severe emotional disturbance, and receives on a transfer basis youth who exhibit serious assaultive behavior while assigned to another campus. Birchwood also accommodates the small number of youth tried as adults in the Court of General Sessions, including seventeen who were admitted during 1982-83. These youth remain with the Agency until they reach the age of seventeen and then are transferred to the Department of Corrections to complete the remainder of their sentences.

All facilities provide normal subsistence needs and offer a wide range of therapeutic services. The individual campus programs are described below.

Willow Lane Campus: The basic philosophy of Willow Lane is to reward good behavior rather than punish misconduct. Rewards include week-end passes, off-campus trips and social activities, depending upon a student's willingness to be responsible for his own behavior. The Honor Roll programs presently in use have resulted from this philosophy.

Zeta Cottage houses both the Crisis Intervention Section, a short-term holding facility for students with acute behavioral problems and the Special Adjustments Section which treats youth who have not been able to progress in the open campus setting. This maximum security program utilizes a structured behavioral approach to encourage students to assume responsibility for their own behavior. As appropriate behavior increases, rewards increase, with students returning to the open campus and/or being released when goals are met.

A multi-disciplinary treatment team develops a plan for and with each student to assist him in solving problems, setting goals to accomplish before release, completing these goals and preparing for return to the community. The treatment plan is based on the premise that each student must have the opportunity of mastering skills in the areas of interpersonal relationships, group living, the classroom and recreation to develop a more realistic self-concept. Every effort is made by treatment team members to facilitate the student's successful readjustment to the community.

John G. Richards Campus: The treatment philosophy of John G. Richards is based on providing habilitative services to eliminate socially maladaptive behavior, promote developmental growth and foster positive, goal-directed social functioning. Students are encouraged to develop appropriate coping mechanisms, decision-making skills, productive relationships and independent functioning. Use of restriction, control and discipline is contingent upon the student's assessed needs and his response to the individualized program; such measures are employed only to teach rather than to punish. Thus, it is hoped that the student can become a positive, functional individual, capable of realizing his potential in the community and no longer prone to anti-social behavior.

John G. Richards utilizes a multi-disciplinary approach, drawing from a staff trained in such areas as education, social work, psychology, vocational rehabilitation, religion and medicine. Community resources, including an active volunteer force, also are used in order to provide an overall treatment program appropriate to each student's assessed needs. The student's treatment team plans this program and monitors progress throughout his campus stay.

Dormitory assignments are based on the students' maturity levels and their program needs. Each dormitory is a separate treatment unit staffed by a social worker, who acts as supervisor, and three shifts of youth

counselors permanently assigned to ensure program continuity and facilitate development of rapport with the students. This total approach of working with the student to formulate and achieve his goals is intended to equip him with the necessary skills for coping with problems upon community re-entry, thereby greatly diminishing the chance of future criminal involvement.

Birchwood Campus: The Birchwood program is predicated on behavioral principles and utilizes aspects of learning theory and Reality Therapy. New students generally are assigned to Assessment for a period of three weeks or less while their preliminary treatment plans are formulated, then placed in the Program most appropriate to their needs. Behavior Management is a four week plus program for students whose overt actions pose a threat to themselves or others. By contrast, the Contractual Program, which also spans about four weeks, is geared toward students whose overt behavior is under control but whose treatment needs require the structure of a self-contained setting. Assessment, Behavior Management, and the Contractual Program all are housed in Santee Cottage, a relatively secure facility.

The Decarceration Program provides a gradual introduction to the freedom and responsibilities of open cottage life, while the Exit Program reflects an "open campus" orientation where external controls are maintained at a minimal level for the correctional setting. Throughout these programs, the students' privileges are commensurate with the degree to which they can demonstrate an ability to deal appropriately with the responsibility each privilege brings.

Counseling models for each program phase are built on the assumption of a health model, the quality of the relationship between student and counselor, and objectives which are reality-oriented and behaviorally-based. The health model posits the need for the student to bear the responsibility for his own behavior. A lack of requisite personal/social skills and behaviors as opposed to an underlying pathology is presumed. Staff encourage the acquisition of these skills through learning theory techniques, behavioral contracting, group and individual counseling, and group and individual therapy.

During the student's stay maximum effort is directed toward the development of behavioral qualities necessary for successful community re-entry. Emphasis is placed on sound personal hygiene, appropriate student-peer and student-staff relationships, remedial education, non-technical work skills, and the appropriate use of leisure time.

Recreational Services

Recreation Staff conduct general and therapeutic programs on a daily basis for students assigned to the Institutional Division. All students including those housed in maximum security units receive ten hours of

service per week. Programs currently are under the direction of the Campus Directors at each campus, and staff is supplemented by college interns and volunteers, who contribute to both the quality and quantity of services.

General activities such as sports, games, crafts, and special outings fill leisure time, and foster learning experiences necessary to the rehabilitation of students. Additionally, a Recreational Interests and Skills Assessment (RISA) is completed on each student to guide treatment planning. Therapeutic recreation programs then may be prescribed to meet specific needs of individuals or small groups.

Chaplaincy

As mandated by law, the Department of Youth Services offers a comprehensive religious program for its children. Under direction of the supervising Chaplain, Chaplains are assigned to each institution including the Reception and Evaluation Center. All are seminary graduates with specialized clinical training in working with the emotionally disturbed child.

Children may select from a wide range of religious activities, including formal church services on campus and religious programs in the community. They also are provided printed religious material subsidized through solicitation of free literature and correspondence Bible study courses. The Chaplain maintains close contact with the child's religious advisor at home to facilitate long-term adjustment upon return to the community religious sector. Additionally, Chaplains offer spiritual counseling and consolation to students and their families as well as Agency staff in times of sickness, sorrow or death. Chaplains also are involved closely with the volunteer program in the institutions.

Public Safety

The functions of the Public Safety Division include: perimeter security of the institutions; internal security; employee identification and background; student identification; transportation; communication; and emergency preparedness.

Public Safety officers provide twenty-four hour perimeter surveillance of the institutions and property. Mobile patrol radio units operate continuously to ensure the physical security of the campuses and function in the apprehension of runaway students from the institutions with assistance from the State Law Enforcement Division and local authorities. During 1982-83, the rate of apprehension for runaways was nearly 100 percent. The Division also has promoted public awareness by establishing a positive relationship with the surrounding community.

The Identification Unit of Public Safety fingerprints and photographs all students at Institutional intake. These records are retained for a

reasonable period and then destroyed if the student does not return to Agency custody. It also provides employee identification cards and other data as necessary.

Public Safety is responsible for Departmental emergency preparedness, and in the event of a man-made or natural disaster, directs staff response. Examples of situations which might require activation of the emergency preparedness plan include: potential mass arrests of children; weather related emergencies; and institutional disturbances.

EDUCATION

The Department of Youth Services is designated by law as a special school district which operates a twelve month comprehensive educational program for its institutional population. This program is directed by a superintendent of education, whose role in the Agency organizational structure is analogous to that of an assistant commissioner. The Department's Policy Board functions as the Board of Trustees for the district in all administrative matters, including the receipt and expenditure of any funds. The State Superintendent of Education, whose designee serves as an *ex officio* member of the Board, administers the standards related to academic and vocational training, including those governing certification of the seventy-seven administrators, guidance counselors and teachers. A Defined Minimum Program for Youth Services has been developed to reflect these standards and the special status of the Agency's schools.

The provision of educational services for all students committed to the Department is a vital component of the treatment process. Willow Lane Junior High School offers seventh through ninth grade subjects, and Birchwood High School provides secondary courses. The Willow Lane Junior High School Annex, attached to the Reception and Evaluation Center has the responsibility of conducting an evaluation to assess the student's educational needs and recommending a specific educational plan, while ensuring the maintenance of school attendance credits. Upon final commitment the student is further evaluated, placed in an individualized program commensurate with his functional level and needs, and allowed to progress at his own pace. The identification of handicapped students for assignment to special education resource classes is an important aspect of the overall school program.

A broad range of educational curricula in the schools is designed to meet remedial and regular requirements of: 1) students who will not be returning to school but need educational skills; 2) students needing Carnegie unit courses to return to the public schools; and 3) older students who do not plan to return to public school and need GED preparatory courses. Peripheral programs include driver education, general educational development, career education, vocational education (including twelve trade courses), and learning laboratories in the areas of reading

and mathematics. Youth Services schools have produced a total of 52 diploma graduates and 161 GED graduates since the 1975-76 school year.

Supplemental funding for educational programs was derived federally through Chapter I and Chapter II monies for disadvantaged youth and the provisions of 94-142 for handicapped clients. Additionally the State Department of Education administers an allotment for library resources. Under a special federal grant and with the approval of the Department of Education, a pre-apprenticeship carpentry program has been developed to meet the needs of students incarcerated at the Department of Youth Services who are sixteen years of age or older and do not plan to return to a public high school once they are released from this Agency. This program differs from the regular vocational carpentry program in that the ten selected students are being transported to a local carpenters union training site where they receive eight hours of instruction five days each week from two union carpenters. Once the students complete the six-month training program the objective is to place them in a job as apprentice carpenters.

Education also coordinates the vocational adjustment classes, vocational counseling, and vocational assessment services offered to D.Y.S. students through the Vocational Rehabilitation Facility located at Birchwood High School.

TREATMENT SERVICES

Treatment Services, headed by an Assistant Commissioner, administers treatment for youth in the Department's Institutional and Community Programs. It is responsible for Institutional Psychology, Institutional Medical Services, Community Psychology, Parole Services and the Substance Abuse Program. The highly trained and specialized permanent staff of Treatment Services comprises about five percent of the total Agency workforce.

An ongoing goal of Treatment Services is the perpetuation of contacts with the Departments of Mental Health and Mental Retardation to develop cooperative strategies for treating emotionally handicapped and mentally retarded youth. These efforts will continue in the coming year, as the Agency endeavors to provide the most appropriate placements and services for its special needs clients.

Institutional Psychology

Institutional Psychology is staffed by five full-time and six part-time psychologists, three of whom are on contract from the University of South Carolina. The Section offers a wide range of services to institutionalized youth including: 1) psychological evaluations of all those committed to the Reception and Evaluation Center; 2) identification of mentally-handicapped youth for in-depth evaluations and special staffing with the

Department of Mental Retardation for appropriate placement; 3) assessments of youth committed to the residential campuses geared toward planning treatment programs; 4) individual/group/family psychotherapy for the residential campus population; 5) input for special staffings of youth with particular problems, and 6) 24-hour crisis intervention services by on-call psychologists and psychiatrists.

Institutional Psychology also coordinates services with the administrative heads of both programmatic divisions and encourages programs that involve mentally or emotionally disturbed and mentally retarded students. The staff further acts as Agency liaison with appropriate counterparts in the South Carolina Departments of Mental Health and Mental Retardation to facilitate treatment both for the institutional population and for those students who will require services upon release. Additionally, Division personnel conduct training sessions for professional and paraprofessional employees, and assist in the required new employee orientation held by the Agency Training Section.

Medical Services

The Medical Section is responsible for the total medical, psychiatric and dental care of resident students. Upon admission each student receives a physical examination which includes vision and hearing tests as well as screening for tuberculosis and venereal disease. Medical problems are diagnosed and treated by contractual family practice physicians or referred to specialists if indicated. Psychiatric services also are offered on a contractual basis on referral from psychology or as deemed necessary.

A unitary Infirmary serves all four institutional facilities on a 24-hour seven day per week basis. The Dental Clinic is open from 9:00 a.m. to 5:00 p.m. on weekdays, with emergency call provided. The permanent medical staff consists of a nurse practitioner, a dentist, a dental assistant, three R.N.s, seven L.P.N.s and office personnel.

Community Psychology

Community Psychology is staffed by four full-time psychologists, a social worker and three part-time graduate assistants. Additionally, psychologists throughout the state are utilized on a "fee for services rendered" basis. The mission is to provide specialized assistance to community-based counselors in an effort to prevent the repetition of delinquent behavior among their clients and reduce the incidence of institutionalization.

The Division offers community evaluation as an alternative to Reception and Evaluation Center commitment. Staff also provide or assist community counselors in obtaining appropriate services for youth and carry out such treatment as may be recommended by the Parole Board or institutional staff for students returning to the community sector. The

primary mode of treatment in the community is family therapy to improve the parent-child relationship and thereby reduce the need for Agency intervention.

Parole Section

The Parole Section, under supervision of a Director, includes six Student Development Counselors, two assigned to each residential campus. These counselors function as liaisons between institutional and community-based staff, acting in consultation with the students' treatment teams and aftercare counselors to coordinate pre and post-commitment goals. Student Development Counselors also have the responsibility of preparing and presenting cases to the Parole Board for release consideration. The total number of cases presented to the Board for quarterly progress review in 1982-83 was 1,454.

Another responsibility of the Parole Section is determination of probable cause when a juvenile is alleged to have violated the terms of his conditional release. If probable cause is evidenced at a Preliminary Hearing in testimony before a Hearings Officer, the juvenile may be returned to a Departmental campus for formal proceedings before the Board. During 1982-83, 85 Preliminary Hearings were held. The Parole Board subsequently revoked parole in 53 cases and amended the conditional release rules in two others.

The preparation of cases and Parole Board actions on cases reflect interim written guidelines established as mandated by the Youth Services Act of 1981 and adopted by the Board in October. These guidelines weigh the seriousness of the committing offense, the juvenile's overall judicial history and his behavior since institutionalization in identifying "zones" of months for the institutional stay. Each zone is a range of months, and the board may elect to release a student early or detain the student longer than originally recommended in the presence of mitigating or aggravating circumstances.

Substance Abuse Services

The Program Coordinator for Substance Abuse Services is responsible for the planning, development, implementation and coordination of substance abuse prevention, education and treatment programs in the Institutional and Community Divisions. Through contractual agreement with the Lexington-Richland Alcohol and Drug Abuse Council a full range of assessment, treatment and referral services are provided for the students at the correctional facilities. Additionally, a comprehensive alcohol and drug education curriculum is offered within the DYS school system.

VOLUNTEERISM AT THE SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES

The South Carolina Department of Youth Services is faced with the great challenge of providing needed services to the youth referred and committed to its care at a time of diminishing state and federal resources. In order to meet this challenge, human resources, talents and skills in the community must be tapped. Volunteers, therefore, are a valuable asset to the Department's Institutional and Community Divisions. The Volunteer Services Program is comprised of responsible citizens who give their services without monetary reward. The diverse program activities have enhanced rehabilitative services to the youth referred to the Department.

Administrative staff fully support the use of the volunteers in the overall rehabilitation of youth as was evidenced by the employment of a full-time state Director of Volunteer Services in FY 1983. This Director is responsible for planning, recruiting, training, registering, reporting and managing volunteers and interns in the agency. He also works very closely with agency staff members in the utilization of community resources and manpower.

In the institutions, chaplains utilize religious volunteers, including student missionaries and seminary interns who spend ten weeks each summer working with the youth. Social workers and other staff members use volunteers and college interns from the community for counseling, entertainment, teacher's aides, "big brothers" and "big sisters," recreation, sponsors, and tutors. Church or civic groups often sponsor a cottage or a whole campus for recreation activities, parties, special meals or worship services.

In the community, each regional office has a staff member who promotes volunteer utilization. Community volunteers and interns work with probationers, group home residents, and youth at St. Luke's Center, serving as restitution site monitors, counselors, "big brothers"/"big sisters" and coaches.

Donations to both the community and institutional programs help Departmental clients in many ways. This year, contributions of cash and merchandise enabled youth in the community to attend the agency-sponsored summer camp and to participate in the United States Youth Games in Worcester, Massachusetts. Merchandise donations ranged from clothing and Christmas gifts for youth to items and supplies for beautifying campus cottages. These efforts have a positive effect on youth attitudes toward the community, making them aware that people outside of the juvenile justice system care about their well-being.

During 1982-83, DYS was fortunate to have over 1,000 volunteers and interns providing services. Table III presents more detailed information about volunteer utilization including types of services, numbers of volunteers, hours of service, and a specific accounting of merchandise and cash donations.

TABLE III
Volunteer Utilization FY 1983

Type of Service	Number of Volunteers or Donors	Cash Value of Donations Where Applicable	Number of Hours Where Applicable
Education (tutoring)	113		1,368
Religious Programs and Pastoral Visitation	292		8,585
Interns and Summer Student Missionaries	53		10,886
Big Brother/Sister	30		1,255
Recreation, Transportation, and Entertainment	94		1,957
Counseling	35		2,306
Drama	1		144
Sponsor (individual or group for special activities)	524		5,010
Hair stylist	50		332
Recreation (coaches for youth games)	17		995
U. S. Youth Games Committee .	43		2,790
Advisory Board for St. Luke Center	14		200
Cash Donations (for DYS Summer Camp, U. S. Youth Games, and Christmas gifts) .	437	Estimated value \$20,104.00	
Merchandise Donations (Christmas gifts, food, clothes, books, Bibles, games, drapes, bedspreads, recreation equipment, Christmas trees and decorations, etc.)	155	Estimated value \$39,338.25	
TOTAL	1,918		35,828

ACCOMPLISHMENTS OF 1982-83

During 1982-83 the Department's workforce directed considerable energy toward an internal assessment of current operations and programs to determine which aspects were functioning well, pinpoint areas needing modification to meet assigned responsibilities in an optimal manner, and identify new programs or systems to enhance service delivery. The vehicle for this assessment was a series of management task forces assigned to review key components of the juvenile justice system and offer in writing recommendations for continuation, changes or additions. The collective work of these management task forces, while representing a crucial step toward the development of cohesive, permanent policies and procedures for the Department was only one of many accomplishments during 1982-83. Others included strengthening the Department's infrastructure by the addition of a Deputy Commissioner to the Executive Staff, addressing the issue of hardcore status offenders through a specialized residential treatment program, and initiating substantial improvements to the physical appearance of the institutional facilities. The Department is particularly proud that its Jail Removal Initiative was accorded "Exemplary Project" status by the Federal Office of Juvenile Justice and Delinquency Prevention.

Additionally, two state plans — Prevention and Alternatives to Detention — were developed this year in conjunction with the Governor's Office. These plans drew heavily from the Prevention and Detention Task Force reports. Their completion reflects a very positive step in establishing prevention and jail removal as priority issues in juvenile justice at the state level while offering specific strategies to accomplish goals within each area. Work also was initiated on a third state plan for Community Alternatives to Institutionalization; this document will have as a substantive basis those task force reports dealing with institutional and community programs and related services. The recommendations of each major task force are summarized briefly below.

The Prevention Task Force recommended a policy establishing delinquency prevention as a Departmental priority. Encouragement of local involvement in planning and implementation of prevention efforts received emphasis, while the Department's role was viewed as one of providing technical assistance and general direction on a statewide basis for program development. The report identified the home, school and community as targets for prevention activities and related certain strategies known to be effective in these areas.

The issue of confining juveniles in adult jails was addressed by the Detention Task Force which endorsed the removal of children from these lock-ups to the least restrictive environment possible. Structured group homes, foster homes or release to parents under crisis supervision were

viewed as feasible alternatives for youth who are not charged with serious crimes. It was recommended that violent offenders be maintained in secure regional facilities.

The Community Programs Task Force offered certain technical modifications in field services policies and procedures while endorsing programatically the use of street law curriculum, implementation of an "Outward Bound" type service and establishment of a volunteer network tapping existing community resources such as recreational centers to provide structured activities for youth. Key recommendations from the Institutional Programs Task Force included implementation of a differentiated, individualized treatment model for teaching specific skills to reduce recidivism and establishment of a unit system management model where the cottage, under direction of a professional — level unit supervisor, would provide the core structure for the treatment process.

A major issue set forth in the Education Task Force Report was that of integrating academic/vocational programs with habilitative processes in the institutional and community program areas. The Parole Task Force essentially supported existing interim guidelines developed in 1981 based on a system of zones for the institutional stay and taking into account the offense history. Members did endorse specific minimum stays for capital offenses. The Special Needs Task Force, viewing a Continuum-wide issue, called for training at the court intake level to ensure early identification and training for service providers on effective casework with special needs clients. Development of specific treatment programs in the institutional setting for several categories of special needs students, permanency planning and a therapeutic foster home program in the community also were suggested.

When all issue-specific reports were completed the Program Continuum Task Force commenced its review, modification, and synthesis of the material, resolving conflicts and filling in apparent gaps to generate an Agency mission statement as well as policy recommendations to ensure a genuine continuum of services for its clients. A mission of reducing delinquency through prevention measures, minimizing penetration into the system, and treating/rehabilitating youth to decrease the incidence of recidivism was endorsed by the Program Continuum membership. They concurred that treatment should be conceptualized as the least intrusive measure possible while reflecting a balance between the interests of society and the child. Emphasis was placed on the development of a consistent treatment philosophy for all programmatic components. The treatment model proposed would offer progressive levels of skills building, problem solving, relationship building and conflict resolution to bring about socially adaptive behavior. It was suggested that this model be tied to a client classification system and case specialization. The Task Force also set forth a monitoring model for accountability/quality as-

surance across the continuum.

The Department is justifiably proud of the task force efforts and its other achievements during 1982-83, many of which required great foresight during an uncertain, difficult present. Staff are looking forward to the benefits which undoubtedly will derive from the systematic reassessment of Agency priorities, programs and operations undertaken this year.

GOALS FOR 1983-84

The coming year will be devoted to follow-through efforts building on a foundation of task force recommendations and the resulting policies/procedures now being drafted for each major Division. The Agency also will sustain its commitment to program development and implementation in three priority areas designated by the Youth Services Act of 1981: delinquency prevention; the removal of children from adult lock-ups; and community program alternatives to institutionalization.

Prevention strategies and the jail removal initiative are well into the implementation phase, since state plans for these areas were completed during 1982-83. The community alternatives plan is near completion, allowing for programmatic efforts to be initiated by the latter part of 1983-84. Special attention will be directed toward viable treatment options for the violent and/or habitual offender as well as the special needs client. Overall goals deriving from the community plan will include decreasing the number of youth who are institutionalized for evaluation, supervision, and treatment because community-based alternatives are lacking, as well as decreasing at the court referral level the number of youth processed into the juvenile justice system. These strategies will maximize the fiscal and therapeutic advantages of treating youth in the home community and ensure that adequate resources are directed toward serving those who do enter the system, particularly those who fall into high risk categories.

Specific goals identified for each organizational component are as follows:

Administration — Staff will work toward consolidating and stabilizing all administrative systems and services now in place for the Department while making a major effort to improve communication with and responsiveness to the needs of program personnel. Each administrative section is expected to complete a comprehensive procedural manual for use by Departmental staff. The Department's Management Information System, which stores client data, will be updated for more sophisticated software thus increasing its flexibility as a management tool. Major goals for the Personnel and Staff Development Section will be the extension of mandatory training to field counselors, development of special training in advanced management techniques for mid to upper-level supervisors and

a comprehensive review of the service divisions to determine appropriateness of classifications and grades. The Administrative Support Section expects to automate its inventory system and vehicle preventive maintenance schedule; staff hope to be able to replace all state vehicles having more than 90,000 miles logged. Physical improvements to the institutional grounds, under the direction of Physical Plant, will include paving of entrance/connective roads and parking lots.

Community Programs — In the Community Division prevention staff will promote and coordinate “Youth Speak Outs” on a statewide basis, seek community support for local prevention efforts through community development workshops and increase the participation of school districts in law-related education. Field Services counselors will endeavor to decrease the number of temporary commitments to the Reception and Evaluation Center by using community diagnostic resources, and to increase the number of restitution orders throughout the state. Support Services personnel will continue their efforts to decrease the number of youth detained in local jails for lack of other placement options.

Institutional Programs — The Institutional Division goals are necessarily campus-specific due to each facility’s somewhat unique function and population. The Reception and Evaluation Center staff hope to develop a specialized intake section for initial interviews of clients, assignment to social worker caseloads, early identification of high risk youth and appropriate campus placement of youth committed on final orders. They will work to improve the quality of evaluation services, particularly for youth in the various special needs categories and to accomplish evaluations in shorter time frames for less complex cases. Better communication with the Family Court judges will be sought through the Department’s network of Regional Offices, and to that end a pamphlet entitled “A Guide to the Interpretation of a Reception and Evaluation Center Evaluation” will be published targeted for court personnel.

The goals of Willow Lane Campus are chiefly programmatic. They include: compulsory sex education for all students; a personal development program for females; special curriculums in areas such as grief resolution, assertiveness training, and values clarification; establishment of an A1-A-Teen group; specialized treatment for sex offenders; intake and pre-release programs; and expanded opportunities for scouting/camping activities. John G. Richards Campus is looking toward reduced caseloads for professional staff, increased counseling for individual students, greater recreational opportunities, and the establishment of a tutorial program to enhance student work/study habits. Physical improvements to living and recreational areas will be sought, as well as improved monitoring and observational devices for student/staff safety.

Major goals delineated for Birchwood Campus include a social worker/student ration of 1:12 and improved youth counselor coverage for all units, as well as speciality programs for substance abusers, sex offenders, the developmentally disabled, the emotionally disturbed, and General Sessions Court commitments. All institutional components will emphasize family involvement in the therapeutic process this year.

Education — Education staff will seek to expand special education services, improve physical education offerings, continue implementation of a law-related education curriculum and extend substance abuse education to all students. They also will initiate basic computer programs in the Chapter I mathematics laboratories, improve orientation for students/staff and renew the pre-carpentry training program.

Treatment Services — Treatment Division staff in the Medical/Dental Section will promote health education and preventive dentistry for institutionalized youth, expand dental care to the Reception and Evaluation Center population, reduce outside costs by accomplishing more laboratory work internally, and enter into cost saving agreements with other state agencies for cooperative purchase of drugs and supplies. Major goals of the Community Psychology Section include reduction of commitments to R&E through greater utilization of community services, provision of consultive services to all Departmental group homes and provision of at least one clinic day per month to each court office.

Institutional Psychology staff will establish regular consultive services to each correctional facility, increase their involvement with group therapy, and develop family therapy programs for the institutional population. The Substance Abuse Unit will continue development of educational programs for the institutional schools and work to strengthen the linkages between institutional and community services for the substance abuser.

Having set these operational and programmatic priorities, Departmental staff are looking forward to an active and rewarding year of service. Their talents and energies will be directed toward fulfilling the ultimate goal of rehabilitating troubled young people so that they are capable of assuming a productive role in South Carolina's citizenry.

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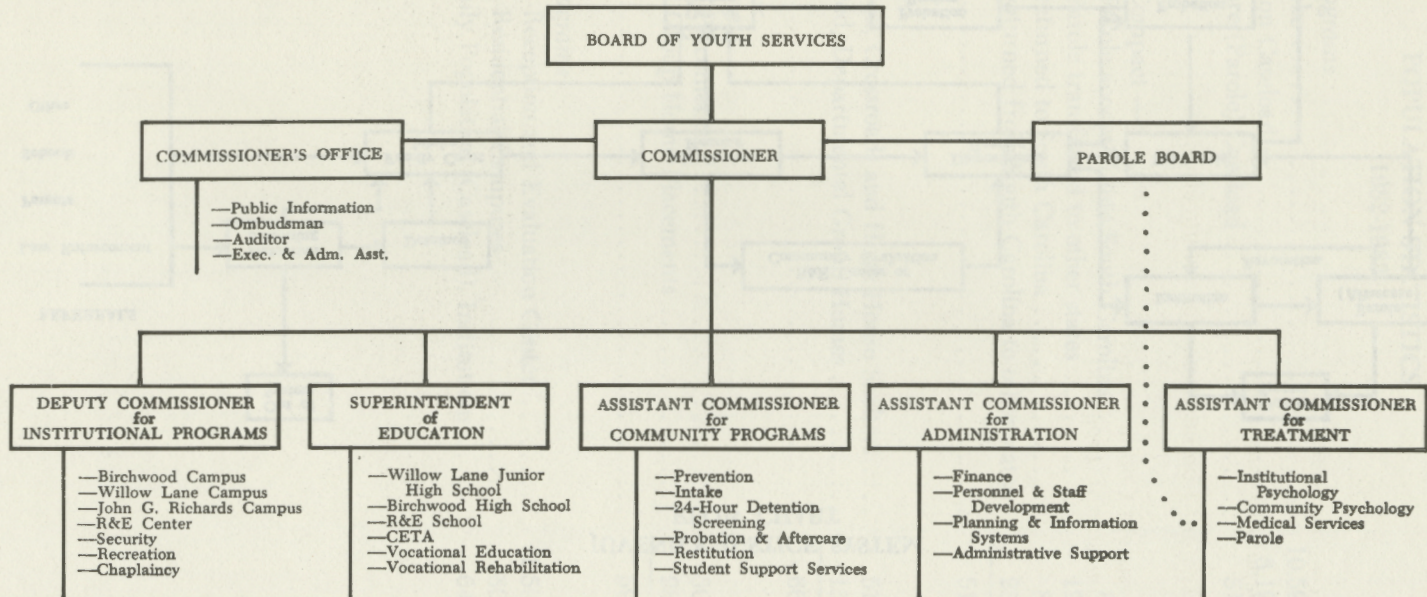
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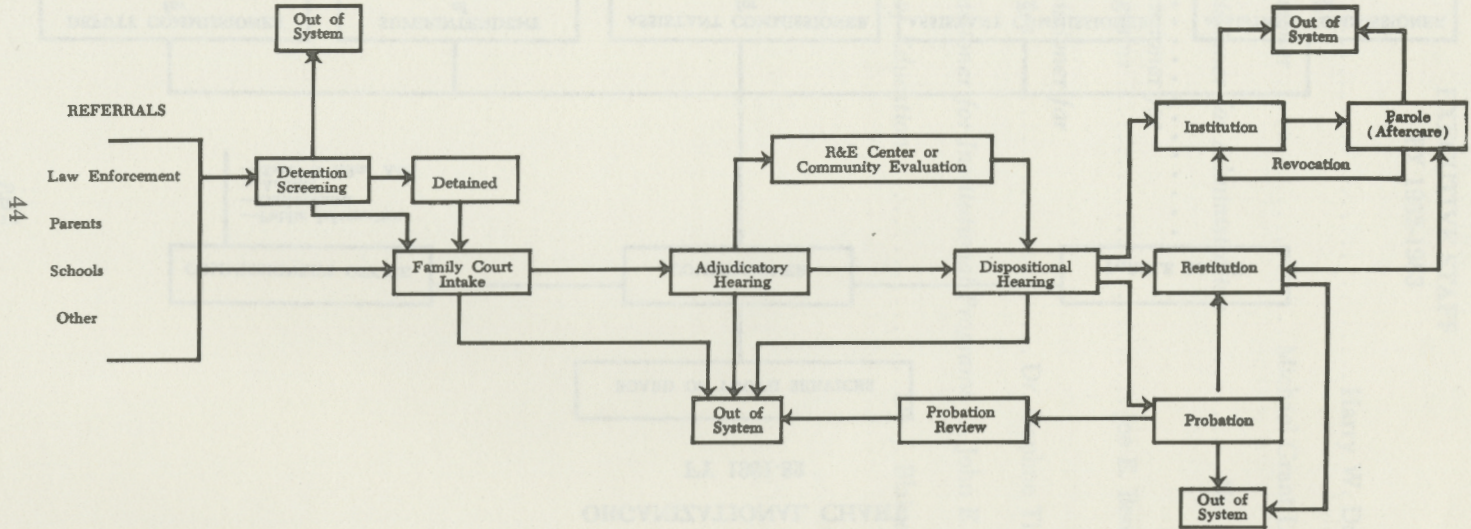
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FY 1981-82



JUVENILE JUSTICE SYSTEM FLOW CHART



**POPULATION STATISTICS
1982-1983**

Community Programs

Referrals to Intake	10,592
Average Probation Caseload	3,197
Average Aftercare (Parole) Caseload	513

Support Services:

Interstate Compact —	
Probation/Parole accepted into South Carolina	83
Probation/Parole transferred to other states	122
Runaways returned to South Carolina	81
Runaways returned from South Carolina to other states .	<u>231</u>
Total	517

Residential Care:

Clients served, Crossroads and Hope House Shelters	512
Clients served, Departmental Group Homes	<u>151</u>
Total	663

Placement Services:

Foster Care Placements	302
Contractual Group Home Placements	<u>288</u>
Total	590

Institutional Programs

Admissions, Reception and Evaluation Center	1,596
Admissions, Residential Campuses	804
Average Daily Population (Caseload), Institutions	644

FINANCIAL STATEMENT **FY 82-83**

	State \$	Federal \$	Other \$	Total \$	Disbursements	Balance 30 June 1983
I. Office Of Commissioner						
Unclassified	\$ 47,975.00	\$ 00	\$ 00	\$ 47,975.00	\$ 47,975.00	\$ 00
Classified	173,171.55	00	00	173,171.55	173,171.55	00
Per Diem	11,300.00	00	00	11,300.00	10,955.00	345.00
Contractual Services	18,328.00	493.62	33.25	18,854.87	17,982.19	872.68
Supplies & Materials	4,032.00	00	1,035.80	5,067.80	4,550.47	517.33
Fixed Charges and Contributions	4,556.00	00	00	4,556.00	3,578.57	977.43
Travel	21,080.00	511.00	00	21,591.00	21,427.00	164.00
Case Services	00	00	20.00	20.00	20.00	00
TOTAL	\$ 280,442.55	\$ 1,004.62	\$ 1,089.05	\$ 282,536.22	\$ 279,659.78	\$ 2,876.44
II. General Institutional Programs						
Classified	\$ 3,731,160.12	\$ 00	\$ 00	\$ 3,731,160.12	\$ 3,731,157.07	\$ 3.05
Student Earnings	9,460.00	00	00	9,460.00	9,226.00	234.00
Special Contract Employees	1,408.00	00	00	1,408.00	1,407.74	.26
Contractual Services	573,692.00	00	00	573,692.00	549,579.07	24,112.93
Supplies & Materials	207,702.00	00	00	207,702.00	204,737.78	2,964.22
Fixed Charges and Contributions	16,056.00	00	00	16,056.00	14,722.60	1,333.40
Travel	3,621.00	00	00	3,621.00	3,009.65	611.35
Equipment	17,429.72	00	00	17,429.72	17,412.73	16.99
Petty Cash	100.00	00	00	100.00	100.00	00
Case Services	100.00	00	00	100.00	44.23	55.77
TOTAL	\$ 4,560,728.84	\$ 00	\$ 00	\$ 4,560,728.84	\$ 4,531,396.87	\$ 29,331.97
III. Vocational Rehabilitation						
Special Item	\$ 44,888.00	\$ 00	\$ 3,736.95	\$ 48,624.95	\$ 48,624.95	\$ 00
IV. Educational Services						
Classified	\$ 173,585.00	\$ 136,321.99	\$ 00	\$ 309,906.99	\$ 309,906.70	\$.29

FINANCIAL STATEMENT — Continued **FY 82-83**

	State \$	Federal \$	Other \$	Total \$	Disbursements	Balance 30 June 1983
Unclassified	707,075.99	224,735.94	464,808.87	1,396,620.80	1,396,620.80	00
Temporary	15,428.00	00	7,000.00	22,428.00	22,427.66	.34
Student Earnings	00	2,381.85	00	2,381.85	2,381.85	00
Contractual Services	43,749.00	5,808.95	65,860.21	115,418.16	114,641.29	776.87
Supplies & Materials	51,499.00	17,897.61	20,208.96	89,605.57	89,375.25	230.32
School Bus Gasoline	1,000.00	00	00	1,000.00	192.32	807.68
Fixed Charges & Contributions	13,200.00	487.20	00	13,687.20	12,760.63	926.57
Travel	4,120.00	439.62	00	4,559.62	3,985.08	574.54
Equipment	12,939.03	59,347.56	2,092.12	74,378.71	74,378.71	00
Library Books, Maps, Film	3,585.00	7,147.06	00	10,732.06	10,728.74	3.32
Permanent Improvements	00	14,872.00	1,120.50	15,992.50	15,992.50	00
TOTAL	\$ 1,026,181.02	\$ 469,439.78	\$561,090.66	\$ 2,056,711.46	\$ 2,053,391.53	\$ 3,319.93
V. Education for Foster Children/Group Homes						
Special Item	\$ 35,000.00	\$ 00	\$ 00	\$ 35,000.00	\$ 00	\$ 35,000.00
VI. Community						
Classified	\$ 4,376,951.69	\$ 297,385.63	\$ 00	\$ 4,674,337.32	\$ 4,674,165.96	\$ 171.36
Temporary	10,139.31	11,800.13	00	21,939.44	21,939.44	00
Special Contract Employees	56,880.50	83,051.00	00	139,931.50	139,793.50	138.00
Contractual Services	341,501.00	25,345.02	4,080.71	370,926.73	364,422.06	6,504.67
Supplies & Materials	135,178.00	39,994.01	4,718.00	179,890.01	176,259.45	3,630.56
Fixed Charges & Contributions	91,369.00	100.00	40.00	91,509.00	88,012.37	3,496.63
Travel	202,912.00	7,163.17	00	210,075.17	210,021.37	53.80
Equipment	3,684.48	28,114.41	00	31,798.89	31,644.89	154.00
Case Services	437,664.00	20,547.12	6,208.50	464,419.62	460,272.05	4,147.57
Petty Cash	50.00	00	00	00	50.00	00
TOTAL	\$ 5,656,329.98	\$ 513,500.49	\$ 15,047.21	\$ 6,184,827.68	\$ 6,166,581.09	\$ 18,296.59
VII. Florence Crittenton Home						
Special Item	\$ 45,000.00	\$ 00	\$ 00	\$ 45,000.00	\$ 45,000.00	\$ 00
VIII. Juvenile Restitution						
Special Item	\$ 117,000.00	\$ 00	\$ 00	\$ 117,000.00	\$ 116,000.00	\$ 1,000.00

FINANCIAL STATEMENT — Continued

FY 82-83

	State \$	Federal \$	Other \$	Total \$	Disbursements	Balance 30 June 1983
IX. Administrative Services						
Classified	\$ 1,584,665.94	\$ 145,747.62	\$ 00	\$ 1,730,443.56	\$ 1,730,443.56	\$ 00
Temporary	9,276.00	4,086.53	00	13,362.53	13,362.08	.45
Contractual Services	413,701.00	63,432.07	7,929.34	485,062.41	483,939.82	1,122.59
Supplies & Materials	319,238.00	199,240.91	10,752.13	529,231.04	528,708.64	522.40
Fixed Charges & Contributions	224,400.00	26.46	2,389.78	226,816.24	226,048.87	767.37
Travel	12,200.00	00	00	12,200.00	12,164.16	35.84
Equipment	49,958.00	135,719.36	128,736.94	314,414.30	314,414.30	00
Library, Books, Maps and Film	100.00	00	12.42	112.42	54.42	58.00
Permanent Improvements	00	00	58,681.76	58,681.76	58,681.76	00
Case Services	00	00	5,974.00	5,974.00	5,974.00	00
Scholarship-Non-State Employee	00	00	1,300.00	1,300.00	1,300.00	00
TOTAL	\$ 2,613,568.94	\$ 548,252.95	\$215,776.37	\$ 3,377,598.26	\$ 3,375,091.61	\$ 2,506.65
X. Treatment						
Classified	\$ 692,859.90	\$ 00	\$ 00	\$ 692,859.90	\$ 692,859.90	\$ 00
Temporary	5,144.62	00	00	5,144.62	5,144.62	00
Contractual Services	76,255.00	00	00	76,255.00	73,472.39	2,782.61
Supplies & Materials	16,065.00	00	00	16,065.00	13,789.05	2,275.95
Fixed Charges & Contributions	5,377.00	00	00	5,377.00	4,876.39	500.61
Travel	13,710.00	00	00	13,710.00	13,129.94	580.06
Equipment	1,502.80	00	00	1,502.80	1,502.80	00
Library Books, Maps & Film	50.97	00	00	50.97	50.97	00
Case Services	289,843.00	00	00	289,843.00	282,963.19	6,879.81
TOTAL	\$ 1,100,808.29	\$ 00	\$ 00	\$ 1,100,808.29	\$ 1,087,789.25	\$ 13,019.04
Permanent Improvements	\$ 00	\$ 00	\$ 13,220.70	\$ 13,220.70	\$ 13,220.70	\$ 00
Employer Contributions	\$ 2,167,596.38	\$ 158,878.25	\$ 76,818.23	\$ 2,403,292.86	\$ 2,365,868.42	\$ 37,424.44
GRAND TOTAL	\$17,647,544.00	\$1,691,076.09	\$886,779.17	\$20,225,399.26	\$20,082,624.20	\$142,775.06